

CONCORDIA UNIVERSITY
MINUTES OF THE OPEN SESSION
OF THE MEETING OF THE BOARD OF GOVERNORS

Held on Wednesday, 16 October 1996, immediately following the Closed Session,
in Room GM 407-1, SGW Campus

Attendance

Present: Mr. Reginald K. Groome, *Chairman*, Dr. Tannis Arbuckle-Maag, Mr. Brian Aune, Mr. Alain Benedetti, Dr. Michael Brian, Mr. Ronald Corey, Ms. Marianne Donaldson, Dr. Terrill Fancott, Mr. Daniel Gagnon, Mr. Leo Goldfarb, Dr. Henry Habib, Mr. Peter Howlett, Mr. Paul Ivanier, Ms. Sanyu Kiruluta, Dr. Lawrence Kryzanowski, Mr. Ronald Lawless, Dr. Frederick Lowy, *Rector and Vice-Chancellor*, Ms. Hazel Mah, Sister E. McIlwaine Ph.D., *Vice-Chairwoman*, Mr. Donald W. McNaughton, Mr. Jeff Nearing, Mr. Brian Neysmith, Ms. Susan O'Connell, Mr. Benoit Pelland, Mr. Jean François Plamondon, Mr. Richard Renaud, Mrs. Miriam Roland, Dr. Elizabeth Saccá, Mr. Humberto Santos, Ms. Kathy Tsolakos, Ms. Lillian Vineberg, Mr. Jonathan Wener, Ms. Susan Woods

Officers of the University: Dr. Charles L. Bertrand, Prof. Marcel Danis, Mr. Larry English, Me Bérengère Gaudet, Dr. Jack Lightstone

Absent: Dr. Leonard Ellen, Me George Lengvari, Mr. Jacques Ménard, *Vice-Chairman*, Mr. Eric Molson, *Chancellor*, Mr. Robert Simioni, Mr. Brian Steck

Guests: Ms. Claudette Fortier, *Coordinator, International Students Office*, Dr. Balbir Sahni, *Director of the Centre for International Academic Cooperation*

DOCUMENTS CONSIDERED AND ATTACHED TO THESE MINUTES

BG-96-8-D70 Proposed Amendments to the University By-Laws

BG-96-8-D70(a) Final Operating Budget 1996-97

BG-96-8-D71 Proposed resolution to amend the banking resolutions

BG-96-8-D72 Current banking resolutions dated 1995

BG-96-8-D73 Revised Regulations relating to the Approval of Contracts and Signing Authority

BG-96-8-D74 Proposed profile of the Dean of the Faculty of Arts and Science

BG-96-8-D75 Proposed profile of the Dean of the School of Graduate Studies

BG-96-8-D76 Proposed resolution to establish an Advisory Search Committee for the position of Director, University Libraries

BG-96-8-D77 Letter from the Secretary of Senate proposing three Senate members for election to the Graduation Ceremonies Committee

1. Call to Order

The meeting was called to order at 8:15 a.m.

1.1 Chairman's remarks

The Chairman welcomed the Governors, and introduced Mr. Ronald Corey who was attending his first meeting as a member of the Board.

Mr. Groome extended congratulations to Mr. Ménard on his appointment as Chairman of the Board of Hydro Québec, and to Mrs. Mah, whose restaurant, *Le Piment Rouge*, is the only restaurant in Canada to be granted the "Distinguished Restaurants in North America" Award.

1.2 Approval of the Agenda

The Agenda was approved as submitted.

1.3 Approval of the Minutes of the Open Session of the previous meeting of the Board (11 September 1996)

Upon motion duly moved and seconded (Roland, Donaldson), it was unanimously RESOLVED:

R96-84 *THAT the Minutes of the Open Session of the previous regular meeting of the Board held on 11 September 1996, be approved.*

2. Presentation by Dr. Balbir Sahni, Director of the Centre for International Academic Cooperation (CIAC)

Dr. Balbir Sahni, Director of the Centre for International Academic Cooperation (CIAC), was introduced to the Board of Governors. In turn, Dr. Sahni introduced Ms. Claudette Fortier, Concordia's International Students' Coordinator.

Dr. Sahni said the objective of the CIAC is the facilitation, coordination and marketing of international academic activity. He named several publications in which such activities are documented, and pointed out that, per capita, Canada has more international students than does the United States. At Concordia University, 3.8 percent of enrolment comprises foreign students -- more than one thousand students are enrolled presently, the highest level in recent years. International academic cooperation is not limited to attracting foreign students to Concordia, but includes sending our students overseas to study, Dr. Sahni explained.

Dr. Sahni emphasized that international activity should not be viewed exclusively as a means of generating revenue, but also as an essential contributor to the quality of Concordia's educational services. International exposure offered invaluable academic and personal benefits to foreign and Canadian students. Dr. Sahni described the internationalization of education as a progression produced by linkages emanating from "first generation" individual projects, which ultimately fostered development of sustainable international programmes.

Ms. Fortier provided some statistics about foreign students at Concordia University. She told the Board that international enrolments, especially from the Middle East, fell sharply when differentiated fees were introduced in 1987. Ms. Fortier added that recent enrolment increases were produced largely by exchange, not degree, students.

Dr. Sahni offered examples of recent and on-going projects, many of which were externally funded; these include Engineering and Computer Science Faculty projects in China and Jordan; Arts and Science Faculty projects in South Africa and Zimbabwe; and Commerce and Administration Faculty projects in Tunisia and the West Indies. The Faculty of Fine Arts had traditionally been active in collaborative projects. He added that foreign students' participation in continuing education courses, especially in second language training, is significant for Concordia. These students are often retained, or return, as degree students.

There is tremendous potential to expand programmes and improve the two-way flow of students, Dr. Sahni said. Efforts to exploit that potential included improved coordination of student mobility initiatives, especially with the European Union, and selected geographic focal points, such as the Asia-Pacific region, Latin-America and the Caribbean. Dr. Sahni asserted that regular liaison with funding and executing agencies, dialogue with potential partners, not excluding competitors, and hosting foreign delegations, ensured that Concordia's programme of international academic cooperation is moving in the right direction.

3. Business arising from the Minutes

3.1 Approval of consequential amendments to the University By-Laws pursuant to the restructuring of the senior administration approved by the Board on 15 May 1996

Upon motion duly moved and seconded (Lowy, Santos), it was unanimously RESOLVED:

R96-85 WHEREAS, in conformity with Article 46 of the University By-Laws, the members of the Board of Governors were given Notice of Motion on 11 September 1996 of proposed amendments to the By-Laws of Concordia University;

BE IT RESOLVED

THAT the text of the Concordia University By-Laws be amended as follows:

1. In Section VIII, Article 23, the words "Vice-Rector, Academic" be replaced by "Provost and Vice-Rector, Research"; and the words "Vice-Rector, Institutional Relations and Finance" be replaced by "Vice-Rector, Institutional Relations", so that the revised text of Article 23, paragraph (a) shall read:

"[The Officers of the University shall be:]

(a) The Chancellor;

The Rector and Vice-Chancellor;

The Chairman or Chairwoman of the Board of Governors;

Two (2) persons holding the office of Vice-Chairman or Vice Chairwoman;

The Provost and Vice-Rector, Research;

The Vice-Rector, Services;

The Vice-Rector, Institutional Relations;

The Secretary General";

2. In Section X, Article 33, the word "Review" be replaced by "Appeals", so that the revised text of Article 33 shall read:

"There shall be twelve (12) Standing Committees of the Board, namely:

-Appeals Committee

-Audit Committee

-Budget Committee

-Collective Bargaining Committee

-Communications Committee

-Executive Committee

-Graduation Ceremonies Committee

-Nominating Committee

-Personnel Committee

-Real Estate Planning Committee

-Senior Salaries Committee

-University Advancement Committee";

3. In Section XI, Article 39:

In the first sentence, the number of regular non-voting members be reduced, by one, to four; and the number of permanent observers be increased, by one, to six;

In Article 39, under the heading "Regular Voting Members": in paragraph (b), the words "Vice-Rector, Academic" be replaced by "Provost and Vice-Rector, Research"; and in paragraph (g), the words "Dean of the School of Graduate Studies" be replaced by "Dean of Graduate Studies and Research";

In Article 39, under the heading "Regular Non-Voting Members", in paragraph (n), the words "Vice-Rector, Institutional Relations and Finance" be replaced by "Vice-Rector, Institutional Relations"; and the text of paragraph (p) be deleted, that is, the words "Associate Vice-Rector, Academic (Research)";

In Article 39, under the heading "Permanent Observers", in paragraph (u), the words "Associate Vice-Rector, Services (Student Life)" be replaced by "Dean of Students"; and paragraph w) be added, reading "the Chief Financial Officer" so that the revised text of Article 39 shall read: "The University Senate shall be composed of thirty-seven (37) regular voting members, four (4) regular non-voting members, and six (6) permanent observers, as follows:

Regular Voting Members

- (a)The Rector and Vice-Chancellor;*
- (b)The Provost and Vice-Rector, Research;*
- (c)The Dean of the Faculty of Commerce and Administration;*
- (d)The Dean of the Faculty of Engineering and Computer Science;*
- (e)The Dean of the Faculty of Fine Arts;*
- (f)The Dean of the Faculty of Arts and Science;*
- (g)The Dean of Graduate Studies and Research;*
- (h) Three (3) faculty members from the Faculty of Commerce and Administration, one of whom may be a part-time faculty member;*
- (i)Three (3) faculty members from the Faculty of Engineering and Computer Science, one of whom may be a part-time faculty member;*
- (j)Three (3) faculty members from the Faculty of Fine Arts, one of whom shall be a part-time member;*
- (k)Nine (9) faculty members from the Faculty of Arts and Science, one of whom may be a part-time faculty member.*
- (l)Ten (10) undergraduate students, with representation as nearly as possible divided among the Faculties proportional to the actual student enrolments in those Faculties according to the latest University statistics, and with a minimum of one student from each Faculty;*
- (m)Two (2) graduate students from different Faculties;*

Regular Non-Voting Members

- (n)The Vice-Rector, Institutional Relations;*
- (o)The Vice-Rector, Services;*
- (p)The Secretary-General;*
- (q)The Elected Speaker who shall act as Chair;*

Permanent Observers

- (r)The Director of Libraries;*
- (s)The Director of the Computer Centre;*
- (t)The University Registrar;*
- (u)The Dean of Students;*
- (v)The Director of the Centre for Mature Students;*
- (w)The Chief Financial Officer";*

4.In Section XII, Article 44, the words "Dean of the School of Graduate Studies" be replaced by "Dean of Graduate Studies and Research", so that the revised text of Article 44 shall read:

"The administrative head of each Faculty shall be the Dean.

The administrative head of the School of Graduate Studies shall be the Dean of Graduate Studies and Research.

The five (5) Academic Deans shall be appointed by the Board of Governors, under the power stipulated in Article 31, para. (a) and according to the procedures established by the Board as it may deem appropriate, in accordance with Article 31 para. (b)."

4. Tabling of the final Operating Budget for 1996-97

Mr. Aune, Chair of the Budget Committee, explained that the preliminary Operating Budget for 1996-97 was adopted by the Board in June 1996. At its meeting of 2 October 1996, the Budget Committee approved the final operating budget for 1996-97, which had been forwarded to Senate

for input. Mr. Aune said the Budget would be on the Board Agenda for approval at the November 1996 meeting.

5. Modification of the Banking Resolutions concerning the Bank of Montréal and the Royal Bank of Canada

Upon motion duly moved and seconded (Aune, Renaud), it was unanimously RESOLVED:

R96-86 *WHEREAS the Board of Governors adopted a banking resolution with respect to the Bank of Montreal at its meeting of 21 June 1995;*

WHEREAS the Board of Governors adopted a banking resolution with respect to the Royal Bank of Canada at its meeting of 15 February 1995, as amended at its meeting of 21 June 1995;

WHEREAS the said resolutions delegate signing authority to certain individuals;

WHEREAS the Board of Governors adopted a proposal for reorganization of the senior administration, of which the first component, concerning the former "Institutional Relations and Finance" portfolio, was adopted on 15 November 1995, and the second component, concerning the remaining portfolios, was adopted on 15 May 1996;

WHEREAS the subsequent execution of the plan, including the appointment of a Chief Financial Officer, necessitated revision of the University's provisions for signing authority;

WHEREAS the Executive Committee of the Board of Governors, at its meeting of 7 August 1996, amended both banking resolutions to confer signing authority on the Chief Financial Officer, and deleting three positions (Associate Vice-Rector, Finance; Controller; and Director of Finance) which have been discontinued; and

WHEREAS further amendments have since become necessary in order to delegate signing authority to certain managers reporting to the Chief Financial Officer;

BE IT RESOLVED

THAT the Board of Governors ratify and confirm the amendments to the banking resolutions which were approved by the Executive Committee on 7 August 1996; and

THAT the said banking resolutions be further amended as follows:

THAT, in Article 2 of both the above-mentioned banking resolution with respect to the Bank of Montreal, and the above-mentioned banking resolution with respect to the Royal Bank of Canada, the words "the Treasurer", "the Budget Director", "the Manager of Student Accounts" be deleted, and that the words "the Director of Accounting Operations", "the Director, Budget Planning and Control", "the Manager, Processes, Systems and Policies", and "the Manager, Research Funds" replace the words so deleted; so that the revised text of Article 2 shall read as follows:

"THAT for all accounts, any two of the Rector, the Vice-Rectors, the Secretary-General, the Chief Financial Officer, the Director of Accounting Operations, the Director, Budget Planning and Control, the Manager, Processes, Systems and Policies and the Manager, Research Funds be authorized for and on behalf of the University:

a) ...

b) ...

c) ... ," and

THAT, in Article 3 of both banking resolutions mentioned above, the words "any two of" and "the Treasurer" be deleted, so that the revised text of Article 3 shall read as follows:

"THAT, following approval by the Board of Governors of the annual credit facilities agreement, the Chief Financial Officer and the Rector be authorized for and on behalf of the University:

a) ...

b) ... ," and

THAT a certified copy of the two consolidated resolutions incorporating these amendments be delivered to the Banks for their guidance and information, and that these resolutions be valid until

resolutions abrogating the same shall have been adopted and a certified copy thereof delivered to the Banks.

6. Revision of the Signing Authority Resolution

Upon motion duly moved and seconded (Benedetti, McNaughton), it was unanimously
RESOLVED:

R96-87 *WHEREAS the policy entitled "Regulations relating to the Approval of Contracts and Signing Authority" was adopted by the Board of Governors at its meeting of 20 December 1995, and*

WHEREAS the University's Legal Counsel, Me Bram Freedman, has recommended certain textual modifications to reflect administrative changes arising from the recent structural reorganization, as well as to include units overlooked in the former policy;

BE IT RESOLVED

THAT the Board of Governors adopt the revised text of the "Regulations relating to the Approval of Contracts and Signing Authority", as it is set out in Document BG-96-8 D73.

7. Approval of the Profile of the ideal candidate for the position of Dean, Faculty of Arts and Science

Upon motion duly moved and seconded (Roland, Aune), it was unanimously RESOLVED:

R96-88 *THAT the profile of the ideal candidate for the position of Dean of the Faculty of Arts and Science, set out in Document BG-96-8-D74, be approved.*

8. Approval of the Profile of the ideal candidate for the position of Dean, Graduate Studies and Research

Upon motion duly moved and seconded (Goldfarb, Ivanier), it was unanimously RESOLVED:

R96-89 *THAT the profile of the ideal candidate for the position of Dean of Graduate Studies and Research, set out in Document BG-96-8-D75, be approved.*

9. Establishment of an Advisory Search Committee for a Director of University Libraries

Upon motion duly moved and seconded (Lowy, Renaud), it was unanimously RESOLVED:

R96-90 *WHEREAS Dr. Roy Bonin was appointed to the position of Director, University Libraries, at the 16 December 1992 meeting of the Board of Governors to serve a five year term, and his term of office will expire on 31 December 1997;*

BE IT RESOLVED

THAT, in accordance with the Rules and Procedures for Advisory Search Committees adopted by the Board on 16 March 1994, an Advisory Search Committee for the position of Director, University Libraries, be established, with the following composition:

1Chair

1Board member, representing the community-at-large or the alumni, recommended by the Executive Committee

4Librarians, nominated by the professional librarians

2Faculty members, elected by the faculty members of Senate

2Students (one graduate and one undergraduate), nominated by their respective student associations

1Member of the administrative and support staff from the Libraries, nominated in conformity with the Electoral College policy;

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THAT a person be designated by the Chairman of the Board of Governors to act as Secretary of the Committee;

THAT, once the Advisory Search Committee has begun its work, the Chair of the Committee report progress to the Board every month; and

THAT the Chairman of the Board be authorized to appoint a replacement for any member who may have resigned, such appointment to be made in consultation with the Chairman or Chairwoman of the Committee and with the constituency of the committee member who has resigned.

10.Election of three Senate members to the Graduation Ceremonies Committee

Upon motion duly moved and seconded (Lowy, Pelland), it was unanimously RESOLVED:

R96-91THAT, on the recommendation of Senate, Dean Christopher Jackson, Dr. Hormoz Poorooshab and Dr. Martin Singer, be elected members of the Graduation Ceremonies Committee for the 1996-97 academic year.

11.Progress reports of the Advisory Search Committees

11.1Search for a Dean of the Faculty of Engineering and Computer Science

11.2 Search for a Dean of the Faculty of Arts and Science

11.3 Search for a Dean of Graduate Studies and Research

Dr. Lightstone reported that, of the three Committees, only the Search Committee for a Dean of the Faculty of Engineering and Computer Science had met since the September Board meeting. That Committee had reviewed applications and was in the course of selecting candidates to be interviewed.

For both of the other two positions, the deadline for receipt of applications was 15 October 1996.

11.4 Search for a Vice-Rector, Services

Dr. Lowy reported that interviews for the position of Vice-Rector, Services, were going well.

12. Reports of the Standing Committees

12.1Advancement Committee

Vice-Chair of the Advancement Committee Rick Renaud reported on the 8 October 1996 meeting, which he had chaired in the absence of Dr. Ellen. Mr. Renaud announced that Mr. Ronald Corey

had agreed to serve as chairman of the Capital Campaign, and indicated that the Table of Needs received by the Advancement Committee had been distributed to Governors for their information. Mr. Renaud reported that Ms. Ann Vroom, Director of Alumni Affairs, had presented a report on the University's contribution to recovery efforts in the Saguenay region. Mr. Alain Benedetti, Chair of the Annual Giving Campaign, told the Board he was confident the objective of \$1.24 million for the 1996-97 campaign year would be met. The annual Concordia Shuffle had already raised \$0.075 million toward that goal.

12.2 Benefits and Pension Committees

Committee Chair Ronald Lawless reported on the business of meetings of the Benefits Committee which took place on 20 September and 9 October 1996. New legislation required that existing plans conform to uniform standards. Benefits Committee members had reached agreement about the level of health insurance premiums necessitated by introduction of the government's prescription drug scheme. In response to a question, Mr. Lawless estimated that the new plan would likely double monthly premium levels for seniors.

Mr. Lawless told the Board that recent good claims experience had made possible a two-month premium holiday for members of the Employee Benefits Plan.

On behalf of the Pension Committee, Mr. Lawless reported on meetings also held on 20 September and 9 October 1996. The Committee had moved to correct an oversight which occurred during implementation of the early retirement incentive plan (ERIP), when nine staff members over sixty-five years of age were not invited to take advantage of the plan. A resolution was adopted to extend the offer to these individuals.

Mr. Lawless informed the Board that the annual general meeting of the Pension Plan would take place on Thursday, 17 October 1996. The Fund management portfolio comprised assets whose actuarial value was \$305 million.

12.3 Budget Committee

The Chair of the Budget Committee, Mr. Aune, reported that the Committee had received the financial results for 1995-96 at its meeting of 2 October 1996. These, he said, were largely as anticipated.

Mr. Aune said the Committee also reviewed the final operating budget for 1996-97, which showed an operating deficit of \$1.830 million -- larger than the \$0.750 million deficit projected in the preliminary operating budget. He said one component of the increased expenses was the restoration of the \$0.153 million budget to the Conservatory of Cinematographic Art, previously slated to be discontinued. He also noted that the total cost of ERIP and FALRIP [shown as \$3.266 million] was booked in the 1995-96 fiscal year, instead of being distributed over a longer period. Mr. Aune pointed out that a shortfall of \$0.973 million had yet to be distributed; this appeared, in Schedule 1, as "Additional Cut".

13. Report of the Rector

The Rector reported on several subjects, which are summarized below.

(i) Dr. Lowy congratulated Mr. Laurie Zack, Interim Director of Public Relations, for the successful release of Concordia's first "Rector's Report", a cost-cutting innovation whose presentation was both appealing and practical.

(ii) While CREPUQ continued to be sharply divided from the Ministry on major issues of higher education, internally, progress was being made. Dr. Lowy told the Board that Senate continued to be preoccupied with strategic academic and space planning, in the context of pressing demands to

cut costs. These conditions made it especially good news that an effective chairman for the Capital Campaign had been secured.

(iii)The Rector said he had joined Ms. Vroom in a meeting with the Toronto alumni which had become very active under the leadership of Concordia Governor Brian Steck.

(iv)Dr. Lowy told the Board that the unveiling of the permanent memorial to the late Dr. Matthew Douglass, the late Dr. Michael Hogben, the late Dr. Jan Saber and the late Dr. Phoivos Ziogas took place on 11 October 1996. The event, organized by the Public Relations Department, was well-attended and attracted extensive press coverage.

(v)The literary achievements of several students and graduates of Concordia's Creative Writing programme had recently been acclaimed. Dr. Lowy gave some examples: A collection of short stories by Mr. Benet Davetian, The Seventh Circle, was awarded the first Prix Parizeau, and has been nominated for the QSPELL (Québec Society for the Preservation of English Language Literature) Hugh McLennan Award for Fiction. Ms. Sandy Fernandez was appointed fiction editor of Ms. Magazine. Two Concordia graduates are among authors selected for publication in an anthology of short stories by recent graduates of North American creative writing programmes: Ms. Connie Barnes Rose and Ms. Camie Kim. The publisher, Scribner's, a major American enterprise, commended the quality of writing produced by Concordia's graduates. Another graduate, Mr. William Chalmers, will have his novel, No More Worthy, published by Oolichan Books.

(vi)The opera, "The Emperor of Atlantis", would be performed at Concordia on 25 and 26 October 1996. "The Emperor of Atlantis" was written by Viktor Ullman in Theresienstadt camp in the Czech city of Terezin during World War II, and first came to light in 1987. The only other North American performance to date will have been in Ottawa.

14. Report of the Vice-Rectors and the Chief Financial Officer

14.1Provost and Vice-Rector, Research, Jack Lightstone, reported that his document, "Following a Course Forward", was tabled at the Senate Committee on Academic Planning and Priorities (SCAPP) on 19 September 1996, and then forwarded to Senate. Animated, initial discussions had already taken place. The document had stimulated debate and controversy which, it was hoped, would foster the emergence of a relative degree of consensus and progress toward concrete plans. The community could either support his recommendations or produce alternative models capable of generating the same level of financial savings.

Within the next eight weeks, the Faculty-level planning decisions were expected to be tabled with SCAPP. Following a normal course of approvals, these should map out a coherent plan for the allocation of resources among the Faculties.

A faculty member said she had an impression that certain Québec universities wanted the Ministry of Education to prescribe the course for their planning processes, and was somewhat concerned that Concordia could face a higher-order decision-making process. Dr. Lightstone maintained it was unlikely the Ministry would wish to become involved in detailed planning questions.

14.2Vice-Rector, Services, Charles Bertrand reported that close-to-final enrolment statistics showed a drop of about 2.0%, less than the anticipated 2.8% decline. Aggregate figures for the region showed a total decline of 4.1%.

Dr. Bertrand reported that the Task Force on Space Planning had established a World Wide Web site. Interested parties were invited to access the site and submit comments to the Task Force.

14.3 Vice-Rector, Institutional Relations, Marcel Danis waived his remarks.

14.4 Chief Financial Officer Larry English presented statistics concerning the University budget. These are summarized below.

(i) Although expenses had declined more sharply than revenues, both had fallen sharply in recent years. Concordia's operating grant had declined from \$134.5 million in 1993-94 to an anticipated \$118.8 million in 1996-97.

(ii) The projected accumulated deficit for 1996-97 was \$36.463 million, little changed from 1992-93, when the accumulated deficit was \$36.431 million. In absolute terms, this was not among the highest owed by Québec universities, but in per capita terms Concordia was faring poorly. The failure to reduce the accumulated deficit was increasing the cost of servicing our debt. Mr. English said the universities are wholly responsible for their debts, with no possibility of full or partial debt forgiveness.

(iii) It was expected that \$15.799 million would be cut from the unrestricted operating fund in 1997-98; \$5.5 million in 1998-99; and \$2.5 million in 1999-2000. Mr. English hoped to be able to present, to the Board of Governors in November 1996, the broad lines of a plan for absorbing upcoming budget cuts.

Responding to a question, Mr. English said he would inform himself about how universities were faring in other provinces. Dr. Lowy used Ontario as an example to explain that universities in other provinces were able to increase fees to compensate for declining grant revenues. Québec universities were disadvantaged by the tuition freeze imposed by the Ministry of Education, and by the absence of a mandatory retirement age. The Rector added that the government had not offered tax incentives to private donors to Québec universities. On the other hand, intense competition for university students made it imperative that Concordia maintain and improve the quality of educational services it offers.

A Governor asked whether the 1% salary roll-back imposed by Bill 92 was still in effect. Dr. Lowy answered that universities were required to restore the 1% in spring 1996. Another wanted to know the projected effect on the operating grant of declining student enrolment levels.

15. Correspondence

There was no correspondence.

16. Any other business

Mr. Neysmith announced that the Sir George Williams Alumni Association's annual Bowlathon would be held on Saturday, 16 November at 12:30 p.m., to raise funds for scholarships. Pledges to bowlers would be greatly appreciated.

17. Date of next meeting

Mr. Groome announced that the next meeting of the Board would be held at 6:30 p.m. on Wednesday, [20 November 1996](#), in Room L-AD 307, Loyola Campus. The Chairman urged Board members to attend in honour of three Emeriti Governors who would be recognized in a brief ceremony before the meeting.

18. Adjournment

The Open Session adjourned at 10:00 a.m.

Me Bérengère Gaudet
Secretary of the Board of Governors